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**FACTORS INFLUENCING EMPLOYEE'S
JOB SATISFACTION IN MALAYSIA COOPERATIVE
SOCIETIES COMMISSION (SKM)**



**MASTER OF HUMAN RESOURCE MANAGEMENT
UNIVERSITI UTARA MALAYSIA
April 2019**

**FACTORS INFLUENCING EMPLOYEE'S JOB SATISFACTION IN
MALAYSIA COOPERATIVE SOCIETIES COMMISSION (SKM)**



**By
MOHD HATTA BIN ISHAK**

UUM
Universiti Utara Malaysia

**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Partial Fulfillment of the Requirement for the Master of Human
Resource Management**



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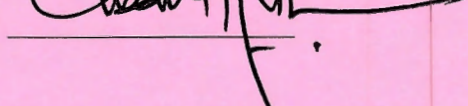
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ABSTRACT

The purpose of this study was to evaluate the factors that influence job satisfaction among employees in one of the statutory bodies in Kuala Lumpur. Some of the methods used to complete this study include surveys based on empirical studies using primary data collected through well-structured questionnaires. To ensure the validity and reliability of this questionnaire, the researchers used SPSS version 22 software for the data analysis. The tests used were descriptive statistics, frequency, reliability test, regression and multiple regression. For this study, the Researcher was providing questionnaires by using a sample size of 200 employees in SKM Head Quarters. The findings are based on five variables. The difference among independent variable like salary, supervision, recognition, promotion and working condition shows that all of those variables are closely related to job satisfaction among those employees. In that regard, each organization should pay special attention to job satisfaction of their respective employees to ensure that the planned vision and mission can be achieved by placing employees as the prime mover for the achievement.



ABSTRAK

Tujuan kajian ini adalah untuk menilai faktor-faktor yang mempengaruhi kepuasan kerja di kalangan pekerja di salah sebuah badan berkanun di Kuala Lumpur. Beberapa kaedah digunakan bagi menyiapkan kajian ini termasuklah tinjauan dibuat berdasarkan kajian empirikal dengan menggunakan data primer yang dikumpul melalui soal selidik. Bagi memastikan kesahihan dan kebolehpercayaan soal selidik ini, penyelidik telah menggunakan perisian SPSS versi 22 sebagai kaedah analisis data dalam kajian ini. Ujian yang digunakan oleh penyelidik adalah statistik deskriptif, frekuensi, ujian kebolehpercayaan, regresi dan regresi berganda. Penyelidik telah mengemukakan borang kaji selidik kepada 200 orang pegawai dan kakitangan di Ibu Pejabat Suruhanjaya Koperasi Malaysia (SKM) bagi tujuan pensampelan kajian ini. Penemuan berdasarkan kepada lima (5) pembolehubah yang berbeza iaitu gaji, penyeliaan, pengiktirafan, kenaikan pangkat dan suasana bekerja telah menunjukkan bahawa kesemua pembolehubah tersebut mempunyai hubungan yang rapat dengan kepuasan pekerja di badan berkanun berkenaan. Sehubungan itu, setiap organisasi perlu memberi perhatian khusus kepada kepuasan kerja terhadap para pekerja masing-masing bagi memastikan visi dan misi yang dirancang dapat dicapai dengan meletakkan pekerja sebagai penggerak utama kepada pencapaian tersebut.



ACKNOWLEDGEMENT

With the name of Allah the Almighty, the Most Gracious, the Most Merciful, I dedicated special thanks to my creator, the able and powerful, Almighty Allah for His guidance in seeing me through my master program. I am really grateful to my creator has given me the ability and willing to start and complete this study as well inspire and enable me to complete this dissertation at the required time. It is such a complicated journey to be confronted without His love and mercy on me. It is undeniable that without His consent, I certainly could not accomplish this study.

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LIST OF ABBREVIATIONS

SKM	-	Suruhanjaya Koperasi Malaysia
NCP	-	National Cooperative Policy
NKEA	-	National Key Economy Areas
ETP	-	Economic Transformation Plan
IV	-	Independent Variables
DV	-	Dependent Variables
SPSS	-	Statistical Package for Social Sciences



CHAPTER ONE

INTRODUCTION

1.1 Introduction

The first chapter described the background of the study in relation to the scope that need to be clarified. Some of the important sub-topics in this chapter were: (i) problem statement, (ii) research questions, (iii) research objectives, (iv) definition of key terms, and (v) organization of the remaining chapters.

1.2 Background of the Study

After 94 years of existence, cooperative movement in Malaysia still relevant as a tool of development in supporting government to implement various policies especially to restructure the societies in terms of economic activities, sharing of wealth, eradicate poverty, providing job opportunities, entrepreneur's culture, boost the small medium industry and so on. Other than that, the business activities in cooperative movement also can help the government to reduce the cost of living and spread the access to the basic need of goods today.

In line with vision 2020, Malaysia Cooperative Societies Commission (SKM) which is a driven cooperative movement in Malaysia need to transform the current economic activities of cooperative body to the high level income for the future. One of the strategies that can be done is through establishment of National Key Economic Area (NKEA) as a foundation to the Economic Transformation Plan (ETP). Based on the NKEA, all the cooperative organization may involve and keep focus in the sectors that

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Appendix A: Questionnaires



Appendix B: Pilot Test (Reliability)



Appendix C: Frequency Analysis



Appendix D: Reliability Analysis



Appendix E: Regression Analysis





UNIVERSITI UTARA MALAYSIA

OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS

Dear respondents,

I am Mohd Hatta bin Ishak, student of Master of Human Resource Management in Universiti Utara Malaysia. I hereby designed questionnaire to study on the factors influencing job satisfaction among Malaysia Cooperative Societies Commission (SKM) employees.

The questionnaire is divided into six parts which is Part A, Part B, Part C, Part D, Part E, Part F and Part G. I would appreciate if you could answer the questions carefully. It will not take u longer than 10 minutes to finish up all the questions given. All the answers will be confidential and will be only used for the study purposes.

Thank you for the cooperation and it is much appreciated.

Sincerely,

Mohd Hatta bin Ishak

Master of Human Resource Management

Othman Yeop Abdullah Graduate School of Business

Universiti Utara Malaysia

MASTER OF HUMAN RESOURCES MANAGEMENT

FACTORS INFLUENCING EMPLOYEE'S JOB SATISFACTION IN MALAYSIA COOPERATIVE SOCIETIES COMMISSION (SKM)

Please tick the appropriate answers for each question without leaving any questions unfilled.

PART A (DEMOGRAPHIC CHARACTERISRICS)

1. Gender

() Male

() Female

2. Age

() 21 to 25 years

() 26 to 30 years

() 31 to 35 years

() 36 to 40 years

() 41 to 45 years

() 45 years and above

3. Academic Qualification

() SPM / MCE / Certificate

() Diploma

() Bachelor's Degree

() Master Degree

() Doctorate

4. Current Job Experience

- ☐ Less than 1 year
- ☐ 1 to 4 year
- ☐ 5 to 9 year
- ☐ 10 to 14 year
- ☐ 15 and above

5. Job Position

- ☐ Head of Department
- ☐ Management and Professional Group
- ☐ Support Group



PART B (JOB SATISFACTION)

Please circle the appropriate answers in the table below indicating your opinion from *STRONGLY DISAGREE* to *STRONGLY AGREE*.

Questions	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
I enjoy my work most days	1	2	3	4	5
I do interesting and challenging work	1	2	3	4	5
I get full credit for the work I do	1	2	3	4	5
I am satisfied with my job	1	2	3	4	5
There is a lot of variety in my job	1	2	3	4	5
I have a clear understanding of my job responsibilities and what is expected of me	1	2	3	4	5
The major satisfaction in my life comes from my job	1	2	3	4	5
I know the standards of work expected of me	1	2	3	4	5
I get a feeling of accomplishment from my job	1	2	3	4	5

PART C (SALARY)

Questions	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
My monthly salary is sufficient to meet all important expenses	1	2	3	4	5
I feel comfortable with my future incomes	1	2	3	4	5
I feel fairly paid by my employer	1	2	3	4	5
My salary is relevant to my qualification and experiences	1	2	3	4	5
My salary is competitive and meet my expectations	1	2	3	4	5
I am satisfied with my income	1	2	3	4	5
My salary is adequate for normal expenses	1	2	3	4	5
The payment for extra work is adequate and it is paid in my organization	1	2	3	4	5

PART D (SUPERVISION)

Questions	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
I am satisfied with care i receive from my immediate supervisor	1	2	3	4	5
My supervisor treats everyone fairly	1	2	3	4	5
I could easily approach my supervisor when needed	1	2	3	4	5
My supervisor never listen to suggestions	1	2	3	4	5
My supervisor is kind and supportive	1	2	3	4	5
My supervisor has a bossy nature; he/she always tell me what to do	1	2	3	4	5
My supervisor always makes fair decisions and he is impartial	1	2	3	4	5
My supervisor makes me aware from the results of my job	1	2	3	4	5

PART E (RECOGNITION)

Questions	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
I feel happy with my present fringe benefits	1	2	3	4	5
I feel satisfied with the recognition I have in the organization	1	2	3	4	5
I feel comfortable with rewards I get for doing a good job in organization	1	2	3	4	5
I am happy with appreciations I get from employer for the contribution I make in the school	1	2	3	4	5
I am satisfied with bonuses I receive from my employer	1	2	3	4	5

PART F (PROMOTION)

Questions	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
I am comfortable with the promotion opportunities available to me as a staff	1	2	3	4	5
The promotion process and procedure used by my employer are fair	1	2	3	4	5
My job provides me chances for promotion	1	2	3	4	5
In my organisation, the opportunities for promotion are fair for all employees	1	2	3	4	5
There are specific rules to uplift abilities and self-growth in my organisation	1	2	3	4	5
Advanced and additional training is limited in my job	1	2	3	4	5
In my organisation, the promotion is based on abilities.	1	2	3	4	5
In my organisation, the promotion applied by having relations not by rules and criterion.	1	2	3	4	5
In my organisation, promotion of employees are based on arbitrary choices than capabilities	1	2	3	4	5

PART G (WORKING CONDITION)

Questions	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
I am happy with cooperation I receive from management team	1	2	3	4	5
I am happy with cooperation I receive from my workmates	1	2	3	4	5
I enjoy much freedom in my place of work	1	2	3	4	5
I am satisfied with opportunities for workshops organized within and outside my organization	1	2	3	4	5
I am satisfied with the office's physical working environment	1	2	3	4	5
My colleagues value my contribution in the organization	1	2	3	4	5
I feel protected against arbitrary dismissal from my current employment.	1	2	3	4	5
In my job, working days are adequate.	1	2	3	4	5
My job has all facilities I need.	1	2	3	4	5
In my organization, all administration equipment and requirements are available.	1	2	3	4	5
I have sufficient time after work days.	1	2	3	4	5

Reliability Pilot Test (Salary)

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.911	.911	9

Item Statistics

	Mean	Std. Deviation	N
My monthly salary is sufficient to meet all important expenses.	3.23	1.040	30
I feel comfortable with my future incomes.	3.37	.928	30
I feel fairly paid by my employer.	3.40	.968	30
My salary is relevant to my qualification and experiences.	3.13	1.167	30
My salary is competitive and meet my expectations.	3.17	1.053	30
I am satisfied with my salary.	3.10	1.125	30
My salary is adequate for normal expenses.	3.57	.935	30
The payment for extra work is adequate and it is paid in my organisation.	3.80	.805	30
In my organisation, employees are given rewards for their good works.	3.27	1.285	30

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
30.03	51.551	7.180	9

Reliability Pilot Test (Supervision)

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.717	.742	8

Item Statistics

	Mean	Std. Deviation	N
I am satisfied with care I receive from my immediate supervisor(s).	3.53	1.167	30
My supervisor treats everyone fairly.	3.33	1.124	30
I could easily approach my supervisor when needed.	3.77	.858	30
My supervisor never listen to suggestions.	2.33	1.295	30
My supervisor is kind and supportive.	3.97	.928	30
My supervisor has a bossy nature; he/she always tell me what to do.	2.53	1.137	30
My supervisor always makes fair decisions and he is impartial.	3.47	1.042	30
My supervisor makes me aware from the results of my job.	3.67	.844	30

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted

I am satisfied with care I receive from my immediate supervisor(s).	23.07	16.823	.619	.687	.638
My supervisor treats everyone fairly.	23.27	17.168	.609	.676	.642
I could easily approach my supervisor when needed.	22.83	19.799	.468	.800	.680
My supervisor never listen to suggestions.	24.27	21.513	.077	.517	.770
My supervisor is kind and supportive.	22.63	18.792	.554	.717	.662
My supervisor has a bossy nature; he/she always tell me what to do.	24.07	21.995	.077	.613	.758
My supervisor always makes fair decisions and he is impartial.	23.13	18.051	.562	.463	.656
My supervisor makes me aware from the results of my job.	22.93	19.513	.521	.545	.672

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
26.60	24.110	4.910	8

Reliability Pilot Test (Recognition)

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.947	.951	5

Item Statistics

	Mean	Std. Deviation	N
I feel happy with my present fringe benefits.	3.43	.935	30
I feel satisfied with the recognition I have in the organisation.	3.27	1.112	30
I feel comfortable with rewards I get for doing a good job in the organisation.	3.33	1.061	30
I am happy with appreciations I get from employer for the contribution I make in the organisation.	3.40	1.070	30
I am satisfied with bonuses I receive from my employer.	3.13	1.196	30

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I feel happy with my present fringe benefits.	13.13	16.395	.886	.801	.932
I feel satisfied with the recognition I have in the organisation.	13.30	15.252	.862	.902	.933
I feel comfortable with rewards I get for doing a good job in the organisation.	13.23	15.082	.943	.964	.919
I am happy with appreciations I get from employer for the contribution I make in the organisation.	13.17	14.971	.950	.951	.918
I am satisfied with bonuses I receive from my employer.	13.43	16.047	.679	.617	.969

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
16.57	23.978	4.897	5

Reliability Pilot Test (Promotion)

Case Processing Summary

	N	%
Cases Valid	30	100.0
Excluded ^a	0	.0
Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.681	.699	9

Item Statistics

	Mean	Std. Deviation	N
I am comfortable with the promotion opportunities available to me as a staff.	3.33	1.155	30
The promotion process and procedure used by my employer are fair.	3.23	1.165	30
My job provides me chances for promotion.	3.33	1.093	30
In my organisation, the opportunities for promotion are fair for all employees.	3.17	1.234	30
There are specific rules to uplift abilities and self-growth in my organisation.	3.43	.971	30
Advanced and additional training is limited in my job	2.67	.959	30
In my organisation, the promotion is based on abilities.	3.13	1.224	30
In my organisation, the promotion applied by having relations not by rules and criterion.	2.77	1.223	30
In my organisation, promotion of employees are based on arbitrary choices than capabilities.	2.97	1.299	30

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I am comfortable with the promotion opportunities available to me as a staff.	24.70	22.286	.614	.762	.598
The promotion process and procedure used by my employer are fair.	24.80	22.097	.626	.879	.595
My job provides me chances for promotion.	24.70	22.562	.631	.842	.598
In my organisation, the opportunities for promotion are fair for all employees.	24.87	20.533	.738	.908	.562
There are specific rules to uplift abilities and self-growth in my organisation.	24.60	24.593	.495	.448	.631
Advanced and additional training is limited in my job	25.37	26.378	.306	.348	.665
In my organisation, the promotion is based on abilities.	24.90	20.438	.756	.802	.558
In my organisation, the promotion applied by having relations not by rules and criterion.	25.27	34.202	-.377	.784	.793
In my organisation, promotion of employees are based on arbitrary choices than capabilities.	25.07	31.030	-.166	.602	.765

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
28.03	30.309	5.505	9

Reliability Pilot Test (Working Condition)

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.888	.889	11

Item Statistics

	Mean	Std. Deviation	N
I am happy with cooperation I receive from management team.	3.60	1.003	30
I am happy with cooperation I receive from my workmates.	3.80	.925	30
I enjoy much freedom in my place of work.	3.73	.907	30
I am satisfied with opportunities for workshops organised within and outside my organisation.	3.83	.791	30
I am satisfied with the office's physical working environment.	3.77	.898	30
My colleagues value my contribution in the organisation.	3.67	1.028	30
I feel protected against arbitrary dismissal from my current employment.	3.87	.629	30
In my job, working days are adequate.	3.70	.837	30
My job has all facilities I need.	3.67	.959	30
In my organisation, all administration equipment and requirements are available.	3.67	.884	30
I have sufficient time after work days.	3.57	.971	30

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I am happy with cooperation I receive from management team.	37.27	37.857	.593	.623	.879
I am happy with cooperation I receive from my workmates.	37.07	38.961	.552	.766	.881
I enjoy much freedom in my place of work.	37.13	37.154	.742	.814	.869
I am satisfied with opportunities for workshops organised within and outside my organisation.	37.03	38.792	.687	.822	.874
I am satisfied with the office's physical working environment.	37.10	38.093	.658	.815	.875
My colleagues value my contribution in the organisation.	37.20	36.510	.694	.854	.872
I feel protected against arbitrary dismissal from my current employment.	37.00	41.517	.528	.588	.883
In my job, working days are adequate.	37.17	41.316	.388	.800	.890
My job has all facilities I need.	37.20	36.579	.749	.855	.868
In my organisation, all administration equipment and requirements are available.	37.20	38.372	.642	.768	.876
I have sufficient time after work days.	37.30	39.459	.474	.766	.887

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
40.87	46.189	6.796	11

Frequencies

Statistics

		Gender	Age	Academic	Current Job Experience	Job Position
N	Valid	155	155	155	155	155
	Missing	0	0	0	0	0

Frequency Table

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	71	45.8	45.8	45.8
	Female	84	54.2	54.2	100.0
	Total	155	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-25	6	3.9	3.9	3.9
	26-30	42	27.1	27.1	31.0
	31-35	40	25.8	25.8	56.8
	36-40	35	22.6	22.6	79.4
	41-45	14	9.0	9.0	88.4
	46 & above	18	11.6	11.6	100.0
	Total	155	100.0	100.0	

Academic

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM/MCE/Certificate	16	10.3	10.3	10.3
	Diploma	36	23.2	23.2	33.5
	Bachelor's Degree	85	54.8	54.8	88.4
	Master's Degree	16	10.3	10.3	98.7
	Doctorate	2	1.3	1.3	100.0
	Total	155	100.0	100.0	

Current Job Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	3	1.9	1.9	1.9
	1-4 years	25	16.1	16.1	18.1
	5-9 years	54	34.8	34.8	52.9
	10-14 years	50	32.3	32.3	85.2
	15 and above	23	14.8	14.8	100.0
	Total	155	100.0	100.0	

Job Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Head of Department	32	20.6	20.6	20.6
	Management and Professional Group (P&P)	52	33.5	33.5	54.2
	Support Group	71	45.8	45.8	100.0
	Total	155	100.0	100.0	

Descriptive Statistics

	Mean	Std. Deviation	N
JSTOTAL	30.50	4.681	155
SLTOTAL	30.44	6.920	155

Reliability Test (Job Satisfaction)

Case Processing Summary

		N	%
Cases	Valid	155	100.0
	Excluded ^a	0	.0
	Total	155	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.842	8

Item Statistics

	Mean	Std. Deviation	N
I enjoy my work most days.	3.97	.760	155
I do interesting and challenging work.	4.03	.751	155
I get full credit for the work I do.	3.56	.898	155
There is a lot of variety in my job.	3.88	.870	155
I have a clear understanding of my job responsibilities and what is expected of me.	4.15	.722	155
The major satisfaction in my life comes from my job.	3.12	1.167	155
I know the standards of work expected of me.	3.92	.717	155
I get a feeling of accomplishment from my job.	3.87	.819	155

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I enjoy my work most days.	26.54	17.250	.648	.815
I do interesting and challenging work.	26.47	17.160	.674	.812
I get full credit for the work I do.	26.94	17.198	.525	.830
There is a lot of variety in my job.	26.63	16.495	.659	.812
I have a clear understanding of my job responsibilities and what is expected of me.	26.35	17.579	.630	.818
The major satisfaction in my life comes from my job.	27.39	16.122	.472	.847
I know the standards of work expected of me.	26.58	17.362	.676	.813
I get a feeling of accomplishment from my job.	26.63	18.091	.452	.838

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
30.50	21.914	4.681	8

Reliability (Salary)

Case Processing Summary

	N	%
Cases Valid	155	100.0
Excluded ^a	0	.0
Total	155	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.925	9

Item Statistics

	Mean	Std. Deviation	N
My monthly salary is sufficient to meet all important expenses.	3.37	1.013	155
I feel comfortable with my future incomes.	3.36	.939	155
I feel fairly paid by my employer.	3.45	.862	155
My salary is relevant to my qualification and experiences.	3.34	1.009	155
My salary is competitive and meet my expectations.	3.32	.979	155
I am satisfied with my salary.	3.18	.983	155
My salary is adequate for normal expenses.	3.57	.919	155
The payment for extra work is adequate and it is paid in my organisation.	3.52	.969	155
In my organisation, employees are given rewards for their good works.	3.33	1.064	155

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
My monthly salary is sufficient to meet all important expenses.	27.07	37.300	.772	.914
I feel comfortable with my future incomes.	27.08	37.280	.848	.909
I feel fairly paid by my employer.	26.99	38.247	.834	.911
My salary is relevant to my qualification and experiences.	27.10	36.439	.856	.908
My salary is competitive and meet my expectations.	27.12	36.706	.862	.908
I am satisfied with my salary.	27.26	37.011	.828	.910
My salary is adequate for normal expenses.	26.87	40.100	.596	.924
The payment for extra work is adequate and it is paid in my organisation.	26.92	41.870	.405	.936

In my organisation, employees are given rewards for their good works.	27.11	38.748	.605	.925
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Scale Statistics

Mean	Variance	Std. Deviation	N of Items
30.44	47.884	6.920	9

Reliability (Supervision)

Case Processing Summary

	N	%
Cases Valid	155	100.0
Excluded ^a	0	.0
Total	155	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.618	8

Item Statistics

	Mean	Std. Deviation	N
I am satisfied with care I receive from my immediate supervisor(s).	3.80	.907	155
My supervisor treats everyone fairly.	3.54	1.112	155
I could easily approach my supervisor when needed.	3.94	.855	155
My supervisor never listen to suggestions.	2.32	1.177	155
My supervisor is kind and supportive.	4.01	.769	155
My supervisor has a bossy nature; he/she always tell me what to do.	2.94	1.132	155
My supervisor always makes fair decisions and he is impartial.	3.64	.852	155
My supervisor makes me aware from the results of my job.	3.72	.796	155

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I am satisfied with care I receive from my immediate supervisor(s).	24.10	12.075	.511	.530
My supervisor treats everyone fairly.	24.35	10.984	.529	.511
I could easily approach my supervisor when needed.	23.95	12.303	.515	.533
My supervisor never listen to suggestions.	25.58	15.765	-.110	.721
My supervisor is kind and supportive.	23.89	12.592	.538	.535
My supervisor has a bossy nature; he/she always tell me what to do.	24.96	15.427	-.066	.703
My supervisor always makes fair decisions and he is impartial.	24.26	12.504	.479	.543
My supervisor makes me aware from the results of my job.	24.18	12.474	.536	.533

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
27.90	16.119	4.015	8

Reliability (Recognition)

Case Processing Summary

	N	%
Cases Valid	155	100.0
Excluded ^a	0	.0
Total	155	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.898	5

Item Statistics

	Mean	Std. Deviation	N
I feel happy with my present fringe benefits.	3.55	.847	155
I feel satisfied with the recognition I have in the organisation.	3.49	.914	155
I feel comfortable with rewards I get for doing a good job in the organisation.	3.46	.962	155
I am happy with appreciations I get from employer for the contribution I make in the organisation.	3.57	.980	155
I am satisfied with bonuses I receive from my employer.	2.90	1.216	155

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I feel happy with my present fringe benefits.	13.43	12.129	.781	.872
I feel satisfied with the recognition I have in the organisation.	13.48	11.420	.841	.857
I feel comfortable with rewards I get for doing a good job in the organisation.	13.51	10.914	.883	.846
I am happy with appreciations I get from employer for the contribution I make in the organisation.	13.41	11.243	.798	.864
I am satisfied with bonuses I receive from my employer.	14.07	11.573	.532	.937

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
16.97	17.454	4.178	5

Reliability (Promotion)

Case Processing Summary

		N	%
Cases	Valid	155	100.0
	Excluded ^a	0	.0
	Total	155	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.732	9

Item Statistics

	Mean	Std. Deviation	N
I am comfortable with the promotion opportunities available to me as a staff.	3.45	.994	155
The promotion process and procedure used by my employer are fair.	3.26	1.037	155
My job provides me chances for promotion.	3.41	1.017	155
In my organisation, the opportunities for promotion are fair for all employees.	3.17	1.146	155
There are specific rules to uplift abilities and self-growth in my organisation.	3.39	.894	155
Advanced and additional training is limited in my job	2.92	.997	155
In my organisation, the promotion is based on abilities.	3.14	1.096	155
In my organisation, the promotion applied by having relations not by rules and criterion.	2.94	1.109	155
In my organisation, promotion of employees are based on arbitrary choices than capabilities.	3.12	1.116	155

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
I am comfortable with the promotion opportunities available to me as a staff.	25.35	21.761	.596	.676
The promotion process and procedure used by my employer are fair.	25.54	21.354	.610	.672
My job provides me chances for promotion.	25.39	20.927	.679	.660
In my organisation, the opportunities for promotion are fair for all employees.	25.62	20.289	.647	.660
There are specific rules to uplift abilities and self-growth in my organisation.	25.40	23.605	.447	.703
Advanced and additional training is limited in my job	25.87	25.308	.197	.741
In my organisation, the promotion is based on abilities.	25.65	20.631	.648	.662
In my organisation, the promotion applied by having relations not by rules and criterion.	25.86	28.071	-.087	.791
In my organisation, promotion of employees are based on arbitrary choices than capabilities.	25.68	25.908	.099	.762

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
28.79	28.282	5.318	9

Reliability (Working Condition)

Case Processing Summary

		N	%
Cases	Valid	155	100.0
	Excluded ^a	0	.0
	Total	155	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.867	11

Item Statistics

	Mean	Std. Deviation	N
I am happy with cooperation I receive from management team.	3.94	.850	155
I am happy with cooperation I receive from my workmates.	3.97	.837	155
I enjoy much freedom in my place of work.	3.90	.783	155
I am satisfied with opportunities for workshops organised within and outside my organisation.	3.85	.807	155
I am satisfied with the office's physical working environment.	3.71	.868	155
My colleagues value my contribution in the organisation.	3.77	.894	155
I feel protected against arbitrary dismissal from my current employment.	3.61	.768	155
In my job, working days are adequate.	3.79	.709	155
My job has all facilities I need.	3.66	.929	155
In my organisation, all administration equipment and requirements are available.	3.67	.884	155
I have sufficient time after work days.	3.78	.892	155

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
I am happy with cooperation I receive from management team.	37.72	30.464	.583	.854
I am happy with cooperation I receive from my workmates.	37.68	30.804	.555	.856
I enjoy much freedom in my place of work.	37.75	31.186	.556	.856
I am satisfied with opportunities for workshops organised within and outside my organisation.	37.81	30.508	.617	.852
I am satisfied with the office's physical working environment.	37.94	30.795	.531	.858
My colleagues value my contribution in the organisation.	37.88	29.433	.662	.848
I feel protected against arbitrary dismissal from my current employment.	38.04	32.167	.448	.863
In my job, working days are adequate.	37.86	33.175	.365	.868
My job has all facilities I need.	37.99	28.682	.715	.843
In my organisation, all administration equipment and requirements are available.	37.98	29.591	.654	.849
I have sufficient time after work days.	37.87	30.879	.503	.860

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
41.65	36.657	6.055	11

Regression (Salary with Job Satisfaction)

Descriptive Statistics

	Mean	Std. Deviation	N
JSTOTAL	30.50	4.681	155
SLTOTAL	30.44	6.920	155

Correlations

		JSTOTAL	SLTOTAL
Pearson Correlation	JSTOTAL	1.000	.454
	SLTOTAL	.454	1.000
Sig. (1-tailed)	JSTOTAL	.	.000
	SLTOTAL	.000	.
N	JSTOTAL	155	155
	SLTOTAL	155	155

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	SLTOTAL ^b	.	Enter

a. Dependent Variable: JSTOTAL

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.454 ^a	.206	.201	4.184	.206	39.766	1	153	.000	1.879

a. Predictors: (Constant), SLTOTAL

b. Dependent Variable: JSTOTAL

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	696.182	1	696.182	39.766	.000 ^b
	Residual	2678.567	153	17.507		
	Total	3374.748	154			

a. Dependent Variable: JSTOTAL

b. Predictors: (Constant), SLTOTAL

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	21.151	1.521		13.908	.000
SLTOTAL	.307	.049	.454	6.306	.000

a. Dependent Variable: JSTOTAL

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	25.45	34.98	30.50	2.126	155
Residual	-16.447	11.548	.000	4.171	155
Std. Predicted Value	-2.376	2.104	.000	1.000	155
Std. Residual	-3.931	2.760	.000	.997	155

a. Dependent Variable: JSTOTAL



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Regression (Supervision with Job Satisfaction)

Descriptive Statistics

	Mean	Std. Deviation	N
JSTOTAL	30.50	4.681	155
SVTOTAL	27.90	4.015	155

Correlations

		JSTOTAL	SVTOTAL
Pearson Correlation	JSTOTAL	1.000	.554
	SVTOTAL	.554	1.000
Sig. (1-tailed)	JSTOTAL	.	.000
	SVTOTAL	.000	.
N	JSTOTAL	155	155
	SVTOTAL	155	155

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	SVTOTAL ^b	.	Enter

a. Dependent Variable: JSTOTAL

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.554 ^a	.306	.302	3.911	.306	67.579	1	153	.000	1.824

a. Predictors: (Constant), SVTOTAL

b. Dependent Variable: JSTOTAL

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1033.928	1	1033.928	67.579	.000 ^b
	Residual	2340.820	153	15.299		
	Total	3374.748	154			

a. Dependent Variable: JSTOTAL

b. Predictors: (Constant), SVTOTAL

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.499	2.213		5.649	.000
	SVTOTAL	.645	.079	.554	8.221	.000

a. Dependent Variable: JSTOTAL

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	SVTOTAL
1	1	1.990	1.000	.01	.01
	2	.010	14.013	.99	.99

a. Dependent Variable: JSTOTAL

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	24.12	38.31	30.50	2.591	155
Residual	-14.988	9.366	.000	3.899	155
Std. Predicted Value	-2.465	3.015	.000	1.000	155
Std. Residual	-3.832	2.395	.000	.997	155

a. Dependent Variable: JSTOTAL

Regression (Recognition with Job Satisfaction)

Descriptive Statistics

	Mean	Std. Deviation	N
JSTOTAL	30.50	4.681	155
RNTOTAL	16.97	4.178	155

Correlations

		JSTOTAL	RNTOTAL
Pearson Correlation	JSTOTAL	1.000	.506
	RNTOTAL	.506	1.000
Sig. (1-tailed)	JSTOTAL	.	.000
	RNTOTAL	.000	.
N	JSTOTAL	155	155
	RNTOTAL	155	155

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	RNTOTAL ^b	.	Enter

a. Dependent Variable: JSTOTAL

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.506 ^a	.256	.251	4.051	.256	52.659	1	153	.000

a. Predictors: (Constant), RNTOTAL

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	864.101	1	864.101	52.659	.000 ^b
	Residual	2510.647	153	16.409		
	Total	3374.748	154			

a. Dependent Variable: JSTOTAL

b. Predictors: (Constant), RNTOTAL

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.879	1.366		15.289	.000
	RNTOTAL	.567	.078	.506	7.257	.000

a. Dependent Variable: JSTOTAL

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	RNTOTAL
1	1	1.971	1.000	.01	.01
	2	.029	8.273	.99	.99

a. Dependent Variable: JSTOTAL



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Regression (Promotion with Job Satisfaction)

Descriptive Statistics

	Mean	Std. Deviation	N
JSTOTAL	30.50	4.681	155
PRTOTAL	28.79	5.318	155

Correlations

		JSTOTAL	PRTOTAL
Pearson Correlation	JSTOTAL	1.000	.469
	PRTOTAL	.469	1.000
Sig. (1-tailed)	JSTOTAL	.	.000
	PRTOTAL	.000	.
N	JSTOTAL	155	155
	PRTOTAL	155	155

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	PRTOTAL ^b	.	Enter

a. Dependent Variable: JSTOTAL

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.469 ^a	.220	.215	4.149	.220	43.084	1	153	.000

a. Predictors: (Constant), PRTOTAL

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	741.513	1	741.513	43.084	.000 ^b
	Residual	2633.236	153	17.211		
	Total	3374.748	154			

a. Dependent Variable: JSTOTAL

b. Predictors: (Constant), PRTOTAL

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	18.623	1.840		10.119	.000
PRTOTAL	.413	.063	.469	6.564	.000

a. Dependent Variable: JSTOTAL

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	PRTOTAL
1	1	1.983	1.000	.01	.01
	2	.017	10.955	.99	.99

a. Dependent Variable: JSTOTAL



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Regression (Working Condition with Job Satisfaction)

Descriptive Statistics

	Mean	Std. Deviation	N
JSTOTAL	30.50	4.681	155
WCTOTAL	41.65	6.055	155

Correlations

		JSTOTAL	WCTOTAL
Pearson Correlation	JSTOTAL	1.000	.409
	WCTOTAL	.409	1.000
Sig. (1-tailed)	JSTOTAL	.	.000
	WCTOTAL	.000	.
N	JSTOTAL	155	155
	WCTOTAL	155	155

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	WCTOTAL ^b	.	Enter

a. Dependent Variable: JSTOTAL

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.409 ^a	.167	.162	4.286	.167	30.694	1	153	.000

a. Predictors: (Constant), WCTOTAL

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	563.892	1	563.892	30.694	.000 ^b
	Residual	2810.856	153	18.372		
	Total	3374.748	154			

a. Dependent Variable: JSTOTAL

b. Predictors: (Constant), WCTOTAL

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	17.339	2.401		7.222	.000
WCTOTAL	.316	.057	.409	5.540	.000

a. Dependent Variable: JSTOTAL

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	WCTOTAL
1	1	1.990	1.000	.01	.01
	2	.010	13.876	.99	.99

a. Dependent Variable: JSTOTAL



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